Forest Practices
Board

SERVICE PLAN
2002/2003 – 2004/2005

February 2002

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Published by the Forest Practices Board

103-03772/

A *New Era* of Government Service

Three-year Service Plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year Strategic Plan and annual three-year service plans for ministries and government organizations with the provincial budget. These Plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's Three Year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.* It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment

This Service Plan details the Board's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Board's progress in achieving its objectives. Board objectives and performance measures are a new initiative. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

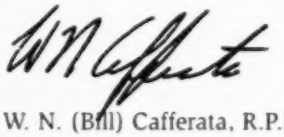
After the end of each fiscal year, the Board will prepare a Service Plan Report that will describe actual accomplishments for the year just completed. The Report will include a comparison of planned and actual results, from both a financial and performance measure perspective and allow the public to assess the government's performance.

In the years ahead, Service Plans and Service Plan Reports, prepared by government ministries and organizations, will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and Board three-year Service Plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

Accountability Statement

The 2002/03 - 2004/05 Forest Practices Board Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2002 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



W. N. (Bill) Cafferata, R.P.F.
Chair

February 8, 2002

This is the first annual service plan prepared by the Forest Practices Board for presentation to the B.C. Legislature under the *Budget Transparency and Accountability Act*.

This plan outlines the results the Board expects to achieve in the three-year period from 2002/03 through 2004/05 with the funds voted to it by the Legislature, providing an accountable basis for judging the Board's performance.

The service plan also provides a strategic context that guides the Board's current activities. Looking to the future, we continue to refine our strategic objectives, the linkages to our business areas, and the performance measures by which the Legislature and the public will be able to track our progress over time.

It is the Board's intent to continue the delivery of its mandate through its audit, investigation, review and appeal, and reporting functions, while adapting its process to meet the challenges of the impending results-based Forest Practices Code.

As Chair of the Board, I am accountable for the basis on which the service plan is prepared and for achieving the specific objectives in this plan.

W. N. (Bill) Cafferata, R.P.F.
Chair

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Strategic Context

Vision

Forests that are soundly managed to sustain the full range of forest values and forest resources for British Columbians.

Mission

The Forest Practices Board serves the public interest as the independent watchdog for sound forest practices in British Columbia.

Values

The Board:

- acts on behalf of the public's interest, not those of any single group;
- is straightforward in its approach;
- emphasizes solutions over assigning blame;
- behaves in a non-adversarial, balanced manner;
- treats all people with respect, fairness and sensitivity;
- performs in a measured, unbiased and non-partisan manner;
- carries out its mandate with integrity and efficiency;
- provides clear and concise reports to the public;
- bases actions and decisions on knowledge, experience and common sense; and
- is accessible and accountable.

Planning Context

Macro Trends:

- Growing global recognition of the ecological value of B.C. forests.
- Government moving towards performance-based regulation and professional reliance.
- Consumer preferences for "environment-friendly" products are leading to buyer demands for "certification" of wood products.
- Increasing competition for a finite forest resource.
- Forest companies are increasing efforts to manage and prevent conflicts.

Opportunities:

- Provide more useful and appropriate information on achievement of sound forest practices on the ground.
- Growth of certification with third-party audits can provide information on performance.
- Demonstrate to the world that B.C. forestry practices are sustainable and maintain high environmental standards.

Challenges:

- Uncertainty about how results-based Code will function.
- Potential increase in international boycotts of forest products and demonstrations at home and abroad in response to deregulation.
- Potential loss of autonomy and authority by the people of B.C. over acceptable forest practice standards to international interests.
- Landscape level objectives for resource management still being developed in many areas of B.C.
- Economic and fiscal constraints on government and industry.

Goals

- Public confidence in accurate and impartial reporting of forest practices and a fair and effective means to deal with public concerns about forest practices.
- Forest practices that are widely recognized as sound and continually improving.

Core Business Areas

Providing the public with credible information about the state of forest practices, validating sound practices, and recommending improvement by means of audits, investigations and reports.

Providing the public with a readily accessible means to have their complaints and concerns considered and addressed through complaint investigations and administrative reviews and appeals.

Objectives and Strategies

1. Objective:

A redesigned Board role in the context of a results-based Code, greater reliance on professionals and industry self-regulation.

Strategies:

- Work with government agencies in drafting legislative changes to Board role as part of a new, results-based Code.

2. Objective:

Assessments of the efficacy of the Forest Practices Code in achieving desired results on the ground.

Strategies:

- Pursue legislative change to clarify the Board's mandate to evaluate and report on effectiveness of a results-based Code.
- Evaluate and report on the effectiveness of the results-based Code in achieving specified environmental objectives.
- Monitor public concerns to identify key issues for consideration when setting priorities for special investigations.
- Synthesize information from audits and complaint investigations that address recurrent themes.
- Develop, field-test and implement policies and procedures that are results- and effectiveness-oriented.

3. Objective:

Independent audits of industry and government's performance to reinforce the application of sound forest practices throughout the Province.

Strategies:

- Random selection and full scope implementation of:
  - Area-based sets of audits involving compliance audits of major licences, SBFEP and small tenure licences in the area, along with an enforcement audit on the appropriateness of government's enforcement of the Code in the area.
  - Annual compliance and enforcement audits pursuant to the Nisga'a treaty.
- Active cooperation with those developing forest practices auditing and, specifically, with the various certification programs operating within B.C.

4. Objective:

An efficient and respectful investigation process that responds to public concerns about forest practices, validates sound forest practices, and recommends improvements where needed.

Strategies:

- Carry out investigations in a logical, thorough, unbiased and non-adversarial manner.
- Maintain regular, forthright and transparent contact with all investigation participants.

5. Objective:

A review and appeal program that is responsive to concerns raised by members of the public and that fosters the implementation/interpretation of the Code that is consistent with its intent.

Strategies:

- Evaluate public requests.
- Monitor administrative decisions.
- Initiate or participate in administrative appeals when it is in the public interest to do so.

6. Objective:

A timely reporting process that fairly and objectively represents the general public interest.

Strategies:

- Produce analyses and reports that are concise, logical and relevant.
- Increase reliance on professional staff to conclude reports.
- Phase in shorter timelines for completion.

7. Objective:

World-class expertise in auditing and investigating forest practices.

Strategies:

- Maintain and expand expertise through regular comprehensive training and recruitment criteria.
- Support and encourage staff contribution to national and international forums.

Performance Measures

Output Measures

	Relates to Objective(s)
Quantitative reporting on numbers of requests, response times, costs, etc.	4,5,6
A report on the redesigned role of the Board.	1
Public reporting of Board views on the White Paper for a results-based Code.	1,7
Number of quality-assured sets of audit projects. A set of audits can comprise an SBFEP, a small tenure licence, two major licences, and an enforcement audit, or a Nisga'a audit.	3,6,7
Published audit, investigation, and appeal manuals that inform the public about the new way the Board conducts its business.	3,4,5
A report on audit procedures that takes into account other forest practices audits.	1,3,7
Results-oriented and area-based reports on topics of public concern.	2,3
Contributions to the field of forest practices auditing and investigating.	7

Outcome Measures

Immediate and Intermediate Outcomes

	Relates to Objective(s)
Timeliness: Percentage of audits published within the fiscal year.	3
Timeliness: Target to report on an investigation. 80% will be completed in *x* months.	4
Percentage of complaints where some resolution was achieved through alternate dispute resolution.	4
Percentage of decisions made by the Board within 45 days on forest development plan reviews requested by the public.	5
Number of contributions at forums.	7

End Outcomes

	Relates to Objective(s)
Level of public satisfaction with the audit, investigation and appeal performance, based on measures of public feedback.	3,4,5
Degree to which Board work promotes sustainable and continually improving forest practices, as evidenced, for example, by the implementation of Board recommendations.	2,3,4,5
Reports referenced by others as credible sources of information about forest practices.	2,3,4,7
Reports are relevant and address issues of concern to the public.	2,4,5,6

Consistency with Government Priorities

Results-based forest practices code that eliminates needless cost while maintaining environmental standards

The Board has established credibility and can be an important part of the checks and balances government puts in place to accompany the move to a results-based regulatory environment that places more responsibility with the forest industry and professionals.

The Board can contribute to adaptive management by independently assessing the effect of objectives government has set and how well they are being achieved on the ground, based on solid field information. Recommendations for adjustments can then be developed to ensure the results-based regulation is effective.

A leading-edge forest industry that is globally recognized for its productivity and environmental stewardship

Board audits will help ensure that industry protects the environment while achieving sound management of the public's forests. Independent reports and information provided to interested groups and organizations outside of B.C. will assist industry in achieving global recognition of its forest practices and environmental stewardship.

Board audit procedures that take into account independent forest practices audits, and will eliminate duplication and increase the overall value of the collective audit effort.

Adopt scientifically-based, principled management to ensure sustainability

The Board's field-based information will be useful to government in assessing how well the objectives developed under a result-based Code are being achieved on the ground and in identifying improvements to ensure the intended results are achieved.

In addition, government's international marketing campaign for B.C. forest products will need credible field information as a basis if it is to succeed. The work of the Board can provide independent, credible information that the government could choose to use in its marketing campaign.

Open government and accountable decision-making

In reporting its findings to the public, the Board supports government in being open and accountable for its forest practices and its enforcement of forest regulations.

Resources and Targets

	2001/02 Revised Estimates	2002/03 Estimates	2003/04 Plan	2004/05 Plan
Operating Expenditure ($000)	$5,073	$4,822	$4,344	$3,307
Capital Expenditures (CRF) ($000)	125	125	100	100
FTEs direct	33	33	33	28
A report on the redesigned role of the Board.	N/A	1	N/A	N/A
Public reporting of Board views on the White Paper for a results-based Code.	N/A	1	N/A	N/A
Published audit, investigation, and appeal manuals that inform the public about the new way the Board conducts its business.	2	3	3	3
Number of quality-assured sets of audit projects.	3 plus 6 compliance audits	5 plus 2 compliance audits	7	7
Timeliness: Percentage of audits published within the fiscal year.	100%	100%	100%	100%
A report on audit procedures that recognize and complement industry forest practices audits.	N/A	N/A	1	N/A
Timeliness: Target to report on an investigation; 80% will be completed in *x* months.	12 mo.	8 mo.	6 mo.	4 mo.
Percentage of complaints where some resolution was achieved through alternate dispute resolution.	10%	25%	45%	60%
Results-oriented and area-based reports on topics of public concern.	2	3	3	3
Percentage of decisions made by the Board within 45 days on forest development plan reviews requested by the public.	100%	100%	100%	100%